

Fort Mojave Indian Reservation Transit Study

Project Management Plan

Version 1.1 (9/30/2013)

Prepared by:



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and Associates, Inc.

Prepared for:



FORT MOJAVE INDIAN RESERVATION



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1. Introduction

1.1 STUDY PURPOSE

The purpose of the Fort Mojave Indian Reservation Transit Study is to develop a cohesive vision, comprehensive approach, and collaborative road map for Tribal transit services on the Fort Mojave Indian Reservation.

1.2 STUDY OBJECTIVES

Three primary objectives will guide the Fort Mojave Indian Reservation Transit Study:

1. **Cohesive Vision** – Enhance the awareness and understanding of community transit needs through data analysis, stakeholder interviews, and public engagement and participation.
2. **Comprehensive Approach** – Develop feasible multimodal strategies to increase mobility within the Fort Mojave Indian Reservation, and regional interconnectivity to neighboring communities. These strategies must address community needs and must be implementable and sustainable. Alternatives may include vanpools, demand responsive transit, or fixed route service. Integration with existing transit services will be an important consideration.
3. **Collaborative Road Map** – Provide a road map for developing and implementing feasible transit service improvement recommendations. The roadmap will include funding sources that could be used to develop public transportation services. The roadmap will require collaboration with existing transit providers to assure integrated services and logical organization mechanisms to provide effective service.

1.3 STUDY AREA

The Fort Mojave Indian Reservation is located along the Colorado River in the vicinity of Needles, California. The Reservation covers 32,252 acres in the tri-state area of Arizona, California, and Nevada. The land is divided into three major segments: 22,037 acres in Arizona; 6,428 acres in Needles, California; and 3,787 acres in Nevada. Tribal headquarters are located in Needles, California. The Reservation area is shown in **Figure 1**.



Figure 1 – Study Area Map

1.4 PROJECT MANAGEMENT TEAM

A Project Management Team (PMT) provides project direction and input to the study.

The PMT includes representatives of:

- Fort Mojave Indian Tribe
- Arizona Department of Transportation (ADOT) Multimodal Planning Division
- Arizona Department of Transportation (ADOT) Communications Division
- Kimley-Horn and Associates, Inc.

The PMT meets via teleconference on an as-needed basis. Meeting topics include reviewing and discussing progress, findings, and recommendations of the study.

1.5 TECHNICAL ADVISORY COMMITTEE

In addition to the PMT, a broader-based Technical Advisory Committee (TAC) was established. The role of the TAC is to provide input on technical issues related to the study and to review and comment on study deliverables. Meeting summaries for TAC meetings will be provided on the project website. TAC membership is shown below:

- Fort Mojave Indian Tribe
- Arizona Department of Transportation , Multimodal Planning Division
- Arizona Department of Transportation , Communications
- Bullhead Area Transit System
- California Department of Transportation, Division of Planning, Native American Liaison
- Western Arizona Council of Governments
- Bureau of Indian Affairs
- Federal Highway Administration

2. Public Involvement

2.1 INTRODUCTION

Public involvement efforts are crucial to the success of the transportation study. Actively engaging the public is an important aspect of assuring the project's final improvements are locally acceptable and successful, as well as building local support for funding transportation improvements. The public involvement plan maps the team's approach and defines the roles of each participant.

2.2 PUBLIC INVOLVEMENT TEAM

The key point of contact for public involvement on this project is:

Tony Staffaroni, Community Relations Project Manager
Arizona Department of Transportation
Telephone: (602) 245-4051
Email: AStaffaroni@azdot.gov

2.3 PURPOSE AND INTENT

The Arizona Department of Transportation (ADOT) Multimodal Planning Division in collaboration with ADOT Communications is working with the Fort Mojave Indian Reservation, and other project partners to conduct the Transit Study.

It is anticipated that the Transit Study will take approximately six (6) months to complete, and one open house will be held to discuss and obtain feedback on transit needs, and locations that the transit system should serve.

2.4 PUBLIC INVOLVEMENT GOAL

Consistent with the values and mission embraced by ADOT Communications, the public involvement process for this project will strive to create an environment that provides for meaningful public dialogue and promotes opportunities for individuals with disabilities or language challenges to participate in the public outreach process. For further information on public involvement for the project, please refer to the Public Involvement Plan.

2.5 STAKEHOLDERS

Stakeholders that have been initially identified at the outset of the study include representatives from the following departments and entities:

- Vocational Rehabilitation
- Workforce Investment Act (WIA) Program One-Stop
- Senior Nutrition/Elders

- Western Arizona Regional Medical Center
- Education
- Recreation
- Boy & Girls Club of Aha Macav
- Avi Resort and Casino
- Needles Area Transit
- ADOT Kingman District

Other stakeholders may be identified during the course of the study. Input from stakeholders will be obtained through interviews.

2.1 STUDY WEBSITE

A project website will be created and will be maintained by ADOT Communications and/or ADOT MPD to provide information to those with Internet access. The website is hosted by ADOT and will include all study materials, meeting summaries, a link to the online survey and the ability to email the project team comment and questions.

2.2 TELEPHONE COMMENT LINE

A telephone comment line is available (managed and staffed by ADOT), enabling callers to make comments or ask questions about the project. When necessary, a study team member will contact each caller no later than 24 hours on the next business day after the message is received. The telephone comment line number will be published in all public involvement materials. The telephone comment line number is 855.712.8530.

2.3 PUBLIC OUTREACH EFFORT

Public input on the transit needs of the Fort Mojave Indian Reservation will be obtained. A public outreach strategy that is being considering is to conduct a mobile outreach effort rather than a traditional open house of public meeting format which may not be well attended. Through a mobile effort, the project team will provide background information about the study and solicit community input and feedback on transit issues/needs of the community. The mobile outreach would take place over the course of one full day and will make numerous stops at locations to be determined to encourage greater community participation and involvement. Prior to the mobile outreach, project information and outreach notification will be communicated to the community through a number of methods that can include a mailed postcard, newspaper notices, briefings with media and elected officials, community events, social media, and the project website. Along with the techniques discussed in the section above, the following listing shows the tools that will be used to publicize the mobile outreach effort.

A second alternative outreach strategy that is under consideration is to host a booth at the Fort Mojave Indian Days, which will be held on October 18-19, 2013. Representatives of the project team could staff a display table and engage in discussions with Tribal members.

A decision as to which outreach effort will be followed will be determined in consultation with the PMT and TAC.

2.4 PUBLIC OUTREACH EFFORT

Additional details regarding public outreach are included in the Public Involvement Plan, developed by ADOT Communications.

3. Staffing Plan

A staffing plan for the project is summarized in the organization chart presented in **Figure 3**.

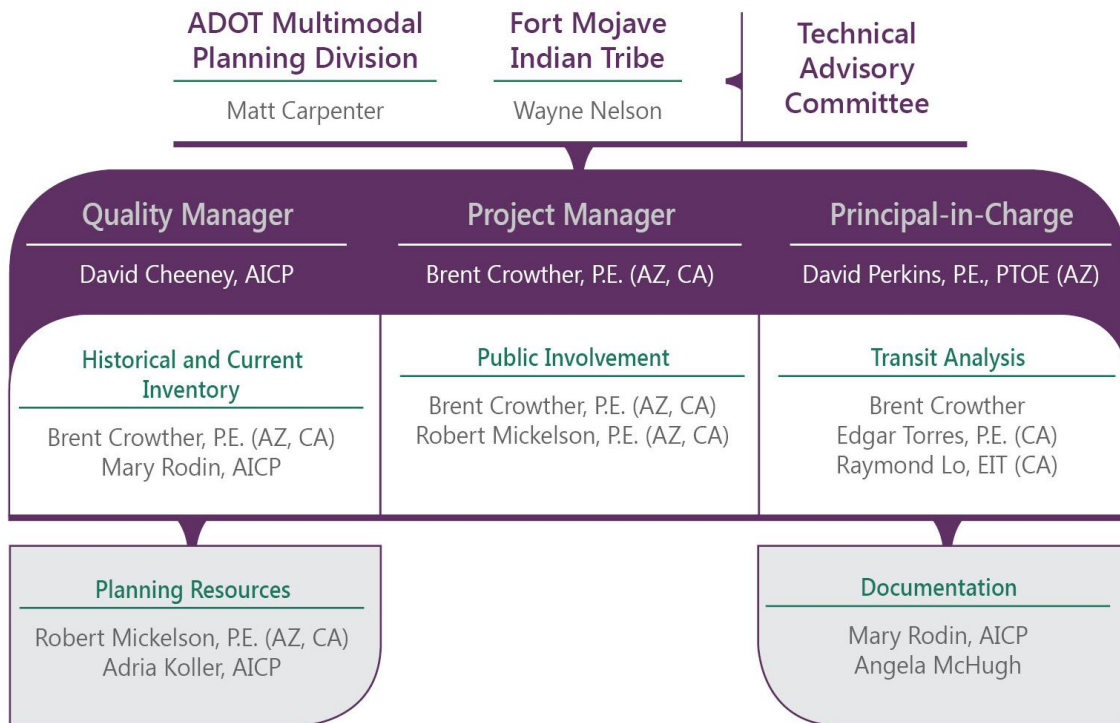


Figure 2 - Organization Chart

4. Project Work Tasks

The following represents a scope of work for services to be provided for the Fort Mojave Transit Study.

WORK TASK 1 – PROJECT MANAGEMENT PLAN

The objective of Task 1 is to refine the Project Management Plan (PMP) for the Study. The PMP will include a detailed description of work tasks and associated deliverables, schedule, detailed Study Area map, staffing requirements, and a project management framework/project coordination plan to ensure that the objectives of ADOT and Fort Mojave Indian Reservation are achieved. The PMP will also include the Public Involvement Plan (PIP) that will be developed by ADOT Communications.

The PMP will identify key dates associated with appropriate transit grants that could be leveraged by the Fort Mojave Indian Reservation, such as FTA Section 5310, 5311, 5311(c), Tribal Transit Program and others defined in MAP-21, and other federal programs.

After review and approval by the ADOT Project Manager, the PMP will be distributed at the first TAC meeting for review and comment. TAC comments will be addressed and the final PMP will be prepared.

Task 1 also includes project management and project coordination activities, such as regular communication with the ADOT Project Manager and the ADOT Project Manager and monthly progress reports.

ACTIVITIES

- Schedule, prepare for, and attend a kick-off meeting with the ADOT Project Manager to discuss the PMP and PIP and prepare a meeting summary.
- Address ADOT comments to the PMP made at the kick-off meeting. Submit a revised PMP to the ADOT Project Manager for review and approval for distribution to the TAC.
- Schedule, prepare for, and attend the first TAC meeting to present the PMP and prepare a meeting summary.
- Address TAC comments and prepare the final PMP and submit the final PMP to the ADOT Project Manager for posting on the ADOT website.
- Prepare monthly invoices and progress reports.

DELIVERABLES

- Project Management Plan
- Public Involvement Plan (ADOT Communications)
- TAC Meeting agenda, presentation materials, and meeting summary

WORK TASK 2 – HISTORICAL AND CURRENT INVENTORY

The objective of Task 2 is to compile data and information on current conditions in the Study area to develop an understanding of the mobility and transit needs and perspectives of Fort Mojave Indian Tribal members. This will include a summary of Tribal history, governance, cultural features, socioeconomic characteristics, land use patterns, infrastructure, travel patterns, and existing transit services and needs.

ACTIVITIES

Task 2.1 – Data Collection and Stakeholder Interviews

Previous studies: The team will conduct a thorough document review of past and current studies and plans, including the 2009 Transportation Study for the Fort Mojave Indian Reservation, Tribal Infrastructure Profile, General Land Use Plan, and others.

Demographics and Socioeconomics: We will conduct a review of Census data population (age, income, household types, disabled and elderly population, travel time to work, and housing) and employment (total jobs and type, growth projections, densities, locations, and general regional commuting patterns).

Stakeholder Interviews: We will identify project stakeholders and conduct project stakeholder interviews. Interviews may be conducted with Fort Mojave Indian Tribal entity representatives, social service organizations such as those along Plantation Road and others, major employers such as the Avi Resort and Casino, smoke shops, medical care, utilities, vocational rehabilitation, CALTRANS, San Bernardino County, and others to be identified in collaboration with the TAC. We will also conduct interviews with critical TAC members such as WACOG, BATS, and Needles Area Transit to understand issues and perspectives related to regional transit coordination.

We will prepare typical questions and submit them to the project team for review. We will conduct stakeholder interviews in a single day and in-person. Follow-up interviews will be conducted by email and telephone.

Regional and Local Plans: We will coordinate with other ongoing studies including the Bullhead City Short Range Transit Study (PARA).

GIS Mapping: Data collected in this subtask will be collated and displayed using available GIS sources.

Task 2.2 – Financial Review and Funding Opportunities

Revenue Analysis: The team will evaluate existing and future revenue sources and estimates of available funds for capital and operations. This will include looking at traditional sources of project funding and the potential for alternative sources. This could include a reasonable projection of local, state, and federal funding resources that can be expected or anticipated. The funding sources to be evaluated include transportation-specific sources as well as other sources that might be available through federal departments such as Housing and Urban Development (HUD), Health and Human Services (HHS), Department of Agriculture (DOA), Department of the Interior (DOI), and Department of Energy (DOE).

Task 2.3 – Working Paper No. 1 – Historical and Current Inventory

The project team will prepare a draft of this working paper and submit to the project team/client for review. We will incorporate comments to the draft working paper and submit a final working paper.

DELIVERABLES

- Working Paper No. 1 – Historical and Current Inventory
- TAC Meeting agenda, presentation materials, and meeting summary

WORK TASK 3 – PUBLIC PARTICIPATION

A Public Involvement Plan (PIP) will be developed by the ADOT Communications. Public engagement strategies will be designed that productively engage stakeholder.

Previous transportation-related public meetings on the Fort Mojave Indian Reservation have garnered minimal interest, attracting only a few attendees. In order to more effectively reach potential transit users and stakeholders, we propose a “mobile open house” that travels to the people, as opposed to a traditional technique that requests people to travel to the open house. This could be accomplished through use of a 15-passenger van or small bus. Display boards and study information would be available inside of the van or bus. The van/bus would visit pre-advertised locations in a single day. For example, in the morning, we could advertise a one-hour window at Arizona Village. This would be followed by a visit to destinations such as the Fort Mojave Social Services Center, library, Boys and Girls Club, Avi Resort and Casino, or Smith’s shopping center.

These public participation visits will cover the study process, current conditions, and identified transportation needs. A primary objective will be to obtain input on the potential transit origins and destinations.

Alternatively, a table top display booth could be provided at a significant community event. Fort Mojave Indian Days represents a potential opportunity.

ACTIVITIES

- Collaborate with ADOT Communications to prepare presentation display boards, and handouts for the “mobile open house” or a table top display for Fort Mojave Indian Days.
- Review and comment on the public involvement Summary Report 1 prepared by ADOT Communications. This includes providing responses to comments related to technical information.

DELIVERABLES

- Presentation materials for the public participation meetings
- Participate in the public involvement sessions

WORK TASK 4 – TRANSIT RECOMMENDATIONS

The objective of Task 4 is to estimate transit demand for a five-year period, and to identify and prioritize transit modes most suitable to the needs of the Fort Mojave Indian Reservation. This task will include identification of transit origins, destinations, and corridors. Destinations could include housing developments, employment, healthcare, social services, recreation, shopping and other activity centers. We will identify specific transit services and implementation strategies – along with their associated costs – that address the identified needs.

ACTIVITIES

Task 4.1 –Transit Demand

Transit Nodes, Activity Centers, and Corridors: We will identify those portions of the Study area that are most suited to transit services or those areas with the highest current and future demand for public transportation. This will include key corridors for travel and connection points.

A transit evaluation methodology will be selected that is consistent with evaluations conducted for other tribal entities around the state. Pending approval/confirmation by ADOT, the methodology that will be employed in this study will be based on Transit Cooperative Research Program, Report 161: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation: Final Workbook. We will analyze key demand variables using the selected methodology.

Task 4.2 – Recommended Service Plan

Recommended Modes: Under this subtask the project team will recommend a service plan that is consistent with estimated demand and needs identified in previous tasks.

- Recommended transit mode: alternatives that may be considered include van-pool, fixed route, organized car pools, demand responsive transit, or deviated fixed route.
- Recommend and define specific infrastructure projects that address the identified needs and prioritize them.
- Address Environmental Justice concerns based on the analysis of Title VI population groups conducted in the current and conditions analysis.
- Order of magnitude capital and operating cost estimates for services.
- Order of magnitude capital and operating costs for new facilities (type, size and location).

Task 4.3 – Connectivity and Access

Multimodal Analysis: The project team will review those corridors and nodes with the highest demand for service in terms of review of opportunity for multimodal connectivity such as bicycle and pedestrian facilities to facilitate access to transit.

We will develop an implementation or phasing program for the recommended service plan to show how projects/services can be phased in over time and supported by a realistic financial strategy.

- Prepare draft Working Paper 2 and submit the draft to the ADOT Project Manager for review and approval for electronic distribution to the TAC.
- Schedule, prepare for, and attend the TAC meeting to present pertinent material from Working Paper No. 2 prepare a meeting summary.
- Address TAC comments and prepare the final Working Paper 2 and submit the final to the ADOT project manager for posting on the ADOT website.

DELIVERABLES

- Working Paper No. 2 – Recommendations
- TAC Meeting agenda, presentation materials, and meeting summary

WORK TASK 5 – FINAL REPORT

The objective of this task is to compile the findings and recommendations from the working papers and summary reports prepared in previous tasks into a Final Report with an Executive Summary.

ACTIVITIES

- Prepare a Draft Final Report that compiles the findings and recommendations from the working papers and input received from the stakeholders and the public. The Final Report will also include recommendations regarding future studies and plans, a list of specific prioritized future projects with costing analysis.

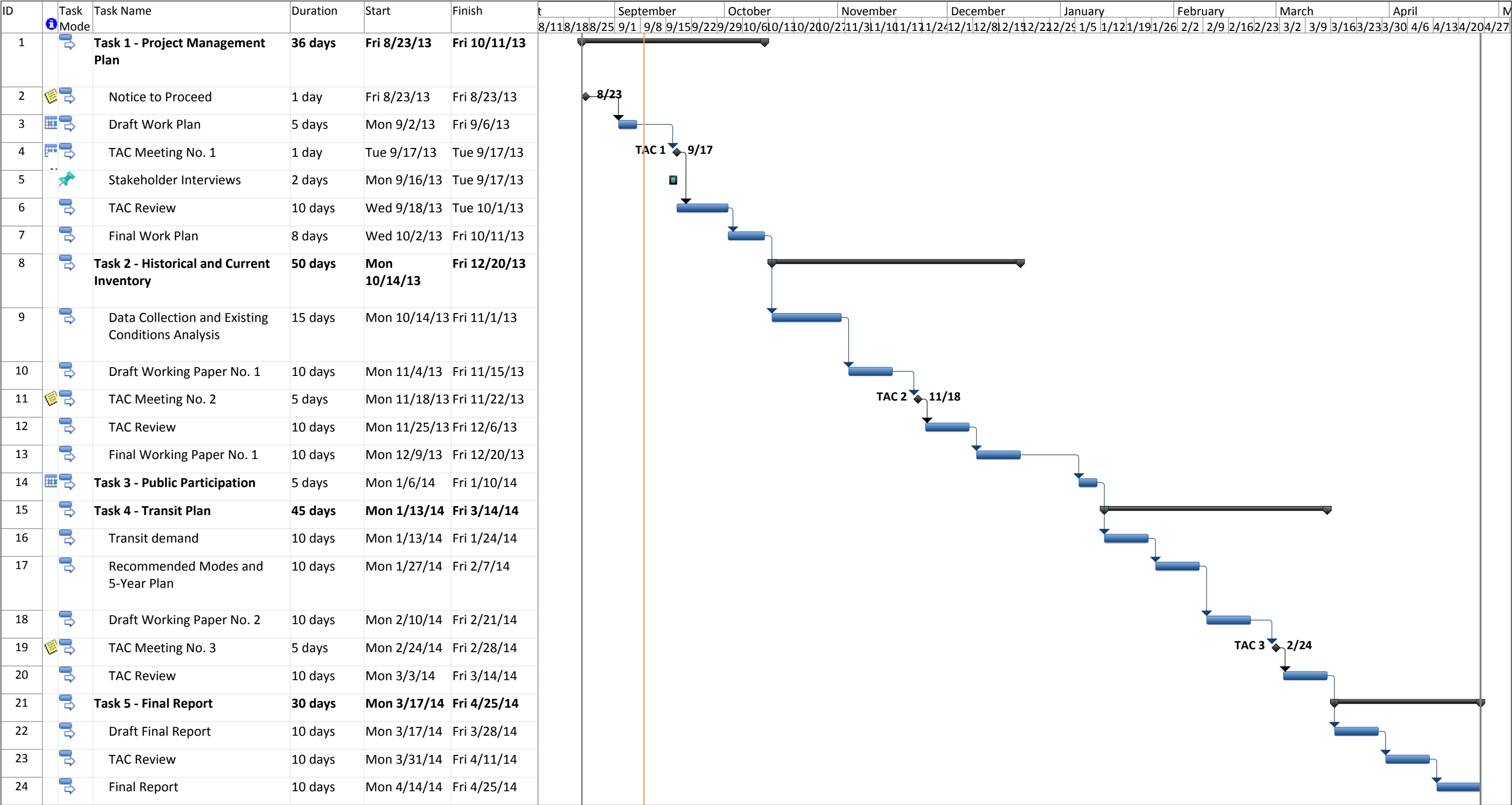
- Prepare a draft Executive Summary that provides the most relevant information from the Draft Final Report.
- Submit the Draft Final Report and Executive Summary to the ADOT Project Manager for review and approval for electronic distribution to the TAC.
- Schedule, prepare for, and attend a TAC meeting to present the Draft Final Report and Executive Summary and prepare a meeting summary.
- Address comments and prepare a Final Report and Executive Summary that compiles the findings and recommendations from the working papers and input received from the stakeholders and the public.
- Submit the Final Report and Executive Summary to the ADOT project manager for electronic distribution to the TAC and for posting on the ADOT website.

DELIVERABLES

- Draft and Final Report and Executive Summary
- TAC Meeting agenda, presentation materials, and meeting summary
- To each member of the TAC, one electronic PDF copy and one hard copy of the Final Report and Executive Summary, working papers, and public involvement Summary Reports
- To the ADOT Project Manager, 10 hard copies of the Final Report and Executive Summary, working papers, and public involvement Summary Reports (delivered on a CD)
- Study documents will be prepared using Microsoft Word, Excel, and PowerPoint

5. Project Schedule

The project is anticipated to be completed in a six-month time frame. The project schedule is provided in **Figure 3** and is subject to change during the study process per directive from the PMT or TAC. Four Technical Advisory Committee Meetings are planned over the course of the project, and a kick-off teleconference will be held with ADOT, Fort Mojave, and Kimley-Horn staff.



Project: Project1
Date: Mon 9/9/13

Task

Split

Milestone

Summary

Project Summary

External Tasks

External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

Deadline

Progress

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